
Select Board Goals

January 2020 – December 2021

Approved February 3, 2020

BOARD GOALS:

- 2020 – Assign one Board member as lead for each priority area; Agree on baseline performance / customer satisfaction measures for priority areas below
- 2021 – Set improvement targets and expected results

TOP PRIORITIES

THRIVING LOCAL ECONOMY

CREATE A PREDICTABLE FRAMEWORK FOR PERMITTING PROCESSES

(CHAMPION – JILL HAI)

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- Redesign the Business Resource Guide to provide a more detailed explanation of the permitting process – the measurable goal will be an updated Business Resource Guide, this is to be undertaken by the Economic Development Office to be completed by Fall 2020.
 - **Select Board Member Update 8/10/20:** New Director of Economic Development, Sandhya Iyer, was hired and began work in May. Economic Development office created and maintained many supports for local business throughout pandemic and has created quick permitting process for outdoor space utilization. Ongoing work with Center Committee and Economic Development committee.
 - **Land Use, Health & Development Department (LUHD) Update 8/10/2020:** New Economic Development Director started May 11, 2020. The Business Guide is under review and changes are planned. Changes to web pages are also planned to signal to the life sciences industry that Lexington is prepared to facilitate permitting.
 - Ensure businesses understand the Town's coordinated effort of all permitting departments through the Design Review Team (DRT). Promote the "one-stop" shop for all pre-permitting review to ensure that permitting processes go smoothly and that by the time an applicant is before a Board or Committee that all staff have commented on plans and that the plans meet the Town's requirements. The measurable goal is that outlines of meetings of the DRT are to be forwarded to the Town Manager and that a report will be developed outlining the number of days from initial contact to the Town to completion for the past 3 years will be developed and updated regularly to indicate the effectiveness of the DRT process, to be undertaken by the Planning Office. The initial report will be due July 2020.
 - **LUHD Update 8/10/2020:** 1. The Assistant Town Manager for Development received approval to add the duty of single-point-of-contact for permit sequencing to the ED Director job description. The ED Director is in progress on learning Lexington's zoning and permitting, and the ED Coordinator is also supporting business permitting. This now makes clear to businesses and Town staff that this position acts as permit "concierge," and advises on sequencing with review boards, in concert with relevant staff. The ED Director has been trained on ViewPoint Cloud; 2. DRT is promoted to prospective

commercial developers and new businesses to advise and coordinate on the most efficient path to permitting.

- Training for all Development/Permitting Boards – Training programs will be offered to these Boards through the Citizen Planning Collaborative and/or other programs and will be ongoing through the next two years. This will be undertaken by the Planning Department and a record kept of each Board member’s training. The measurable goal is that written notification of training opportunities will be made and recorded. This will be initiated January 1, 2020.
 - **LUHD Update 8/10/2020:** Planning Board members Richard Canale and Bob Peters attended the Citizen Planner Training Collaborative workshop this year. The Zoning Administrator notified the ZBA of the CPTC training opportunity, and they registered, but the pandemic caused a cancellation of live workshops. Even still, ZBA members Ralph Clifford (Chair), members Jeanne Krieger, Nyles Barnert, Norman Cohen, and alternate member James Osten participated in the Stormwater Management Webinar. Mr. Osten also took a workshop on Variances and Special Permits.

*ENGAGE IN A COMMUNITY CONVERSATION TO DEFINE WHAT ATTRACTIVE AND
VIBRANT WOULD LOOK LIKE FOR LEXINGTON
(CHAMPION – JOE PATO)*

- This will be part of the ongoing comprehensive plan update with at least one specific facilitated community conversation to define what “attractive” and “vibrant” means in relation to Lexington. This will be undertaken by the Planning Department and incorporated into the final report on the Comprehensive Plan with the measurable goal to complete the Comprehensive Plan no later than December 31, 2020.
 - **Town Manager Update 8/10/2020:** The Planning Department has continued to move forward with the comprehensive plan and we are anticipating that the Planning Staff and Assistant Town Manager for Development will present an update at a joint meeting of the Select Board and Planning Board in September 2020.
 - **LUHD Update 8/10/2020:** This was understood by the LUHD Department to be conceived by the Select Board as a live public gathering. Guidance is sought on whether a Zoom webinar is now acceptable. The Select Board and the Planning Board will receive an updated timeline for the draft Comprehensive Plan at a joint meeting with the Planning Board intended for September 2020. The Department also understands the Select Board considers the scope to include all commercial areas in Lexington, not just Lexington Center.

*WORK WITH BUSINESSES AND PROPERTY OWNERS TO DEVELOP CREATIVE AND INTEGRATED SOLUTIONS
(CHAMPIONS – SUZIE BARRY, MARK SANDEEN, JILL HAI & JOE PATO)*

*Continue meetings with both small local businesses and larger, corporate businesses
Local Business Owners (Champion - Suzie Barry)*

Small business meetings will commence on a quarterly basis (starting with the first quarter of 2020),

where these have been irregularly scheduled over the past year. This will be one venue to have discussions with local businesses over a variety of topics, including the impact of the Center Streetscape Project. The measurable goal will be improved communications from 4 quarterly meetings by December 2020. These meetings will be scheduled through the Economic Development Office who will attend these meetings, the Select Board will designate two members as well as the Town Manager or his designee to attend these meetings. The measurable goal is that 4 quarterly meetings are held to improve communications.

- **Select Board Member Update 8/10/20:** I have been in touch with a few participants from the small business owners group that started meeting on an occasional basis after the Town Manager's arrival in October 2018 and went on hiatus in the fall of 2019 with seasonal business needs, loss of the Economic Development Director and then continued to be on hiatus with the pandemic. They are interested in restarting meetings again in a remote manner and are interested in meeting the new Economic Development Director. Short term goals: Set up a meeting for some time in the next month or so and at that meeting lay out a projected schedule of future meetings and potential topics. Determine the second member of the Select Board to be added to this group.
- **LUHD Update 8/10/2020:** She is meeting business owners and planning a more formal program of meetings however the focus of activities has been on supporting the smaller businesses during the pandemic. COVID 19 having the maximum impact on the small businesses, the Economic Development Office has been working closely with them to understand their unique needs to stay afloat in this market. Starting with a streamlined outdoor permitting process for outdoor seating for restaurants and some retailers adding outdoor pick-up services the ED office has constantly been providing information about different state and federal funding support options to businesses. The ED Office has been working with the Lexington Retailers Association and the Chamber of Commerce to provide tailored resources to small business owners such as organizing a webinar with state representatives and developing promotion and marketing for some of the businesses. The ED Office has also secured funding through the Community Development Block Grant program to support micro-enterprises (5 or fewer employees) in Lexington.

Large Business Outreach (Champion - Mark Sandeen)

The outreach program with larger businesses will continue through 2020 with the plan to hold at least six meetings with large businesses during 2020 targeted to businesses that may be growing, lease renewals or other indicators. This will be coordinated through the Economic Development and Town Manager's offices. With one of these meetings being a joint meeting with the Center Businesses group. The measurable goal is that a minimum of 6 meetings are held with the larger business owners in Lexington.

- **Select Board Member Update 8/10/2020:** The Town Economic Development office has organized two well-attended meetings with the business community in the last year. Secretary Kennealy spoke at both events. One event was hosted on Hartwell Avenue and one in Lexington Center.
- **Town Manager Update 8/10/2020:** These were expected to start in the first quarter of 2020 but haven't due to the inability to hold in person meetings. It would be difficult to arrange a zoom meeting with the right people, but it would probably be very helpful right now to make the effort. I'm happy to work with Suzie and Mark and our other staff to identify the appropriate people to invite and schedule a zoom meeting to hear from businesses. This may be helpful as we move forward into the Fall. If this is what the

Board wishes to pursue, we will work to arrange a meeting prior to the end of August with the businesses that are identified.

- **LUHD Update 8/10/2020:** The ED Director has had communication with the commercial developments and large businesses such as Revolution Labs (1050 Waltham), Takeda, The Richmond Group (4 Maguire) and Lincoln Properties (91 Hartwell). She is working with state agencies such as MassEcon as well as Middlesex 3 Coalition to promote commercial properties that are lab-ready and a premier location for growing life sciences companies. The ED Director also promoted Lexington's Commercial space in the New England Real Estate Journal featuring the region:
<https://reader.mediawiremobile.com/NEREJ/issues/206193/viewer?page=22>

Center Businesses (Champion - Jill Hai)

A quarterly meeting will be established in 2020 specifically with businesses in the Center Business District through the Center Committee to discuss the impacts of the Center Streetscape Project and to work around as many issues as possible to ensure the project goes smoothly. The project is slated for construction to begin in the Spring of 2021, therefore starting the first quarter of 2020 a meeting will be initiated through the Economic Development, Public Works Department and Public Information Officer, who will be responsible to communicate with businesses to ensure an effective two-way communication before and during the project to minimize complaints and to establish an effective complaint resolution program during construction. The measurable goals will be that 4 meetings are held and that a two-way complaint/complaint resolution program is developed.

- **Select Board Member Update 8/10/2020:** New ED Dir has begun relationship building with Center Committee and Chamber to establish the meetings and communication pathways discussed
- **Town Manager Update 8/10/2020:** Dave Pinsonneault is on the agenda for August 24, 2020 to provide an update to the Select Board on the status of the Center Streetscape project and a letter is going out in early August providing an update to the businesses. Again, this was slated for some initial meetings in the first quarter of 2020 but due to the pandemic this has not occurred. The project is still on track and a notice has gone out to the businesses in the center. I would recommend that a meeting be scheduled during the third quarter of 2020 to have a discussion with the center businesses and Jill can be involved in those discussions/meetings.
- **LUHD Update 8/10/2020:** The Economic Development office has been working closely with the Center Committee to understand the needs of the Center Businesses. The ED office has developed several resources such as a list and information of all the businesses currently open and also developed a Map with all the different business categories in the Center as well as East Lexington. The ED Coordinator also developed signage and posters for businesses as part of the reopening strategy. The ED Office also assisted the Engineering and DPW to secure grant funding through MassDOT to promote outdoor dining and retail to help with revitalization post-COVID 19. The Assistant Town Manager for Development and the Planning staff have experience communicating with and assisting businesses through roadway reconstruction projects in other communities. We are prepared to support the ED director and DPW in this communication before and during construction.

Small Business Tax Exemption Program (Champion - Joe Pato)

Through the Town's Finance Department, data will be accumulated during the first three quarters of 2020 to develop an impact statement and to identify the number of businesses that would be able to participate in a Small Business Tax Exemption program. The Finance Department will make contact with all businesses identified as eligible based upon their property valuation and will identify the number of employees to establish a list of potential businesses and further develop an impact to all other commercial businesses should the Town offer a Small Business Exemption. The measurable goal is the development of the report for the Board's consideration. The timeframe will be to ensure a final report is provided to the Select Board one month prior to the FY21 tax rate setting hearings.

- **Select Board Member Update 8/24/2020:** Initiated discussions with Land Use, Health & Development Department and Finance Department to take raw data from the state and analyze how many businesses would actually benefit from this exemption. Brookline studied this exemption in 2010 and recommended proposing changes to MGL Chapter 59§5I "to address the inequities created by the limitations of the current qualifying criteria and to be more useful to the Town of Brookline as a tax policy tool to promote and support small business development." Looking into if any of the proposed changes could be meaningful for Lexington via a home-rule petition.
- **Town Manager Update 8/10/2020:** This is predicated on the size (number of employees) of certain businesses and the Finance Department was going to be accumulating data through the first three quarters of 2020 to determine whether there was a need to pursue this exemption. I will follow up with Carolyn Kosnoff, Assistant Town Manager for Finance to provide an update.
- **LUHD Update 8/10/2020:** Although not a task for the Land Use Health & Development Department, this goal could help small businesses open and/or remain in Lexington.

LIVABILITY

DEVELOP EFFECTIVE TRANSPORTATION SOLUTIONS

(CHAMPION – MARK SANDEEN)

- The Transportation Manager will continue to work with others in the neighboring communities to identify opportunities to cooperate and develop a broader use of the Town's transportation services.
- The Transportation Manager will review and identify opportunities to provide first mile/last mile service during the morning and evening rush hours to connect local businesses with other public transportation options using the Lexpress or Rev bus services.
- The Transportation Manager will work with the MBTA on potential new bus routes to provide improved services for residents seeking public transportation.
- The measurable goal for the above three bullets is to see increased usage (not a defined percentage as this will be a multi-year goal seeking to increase public transportation usage) during 2020 and to provide a recommendation on alternative routes that would link Lexpress or other public transportation services to regional train services available in nearby communities.
- During 2020, the Transportation Manager working with the Town Engineer and Public Works Department will identify potential locations for a protected bike lane trial in Town. The measurable goal will be to include a recommendation whether a protected bike lane is possible/advisable. The

measurable goal will be that public meetings will be held and a recommendation made to the Select Board in a timely manner so that any costs could be included for the FY22 budget.

- **Select Board Member Update 8/10/2020:** The Town's Lexpress service celebrated its 40th anniversary this year. The Transportation Manager has revised schedules and fees to encourage ridership once service resumes. Many of the goals outlined in this section have been delayed due to the coronavirus crisis. The Transportation Manager has not yet provided a recommendation on potential protected bike lane trial locations.
- **Town Manager Update 8/10/2020:** This goal came to a halt with the pandemic and the shuttering of the Town's Lexpress bus service. Some of the goals have made progress as far as developing new routes and continuing to work with other communities. The first mile/last mile goal was discussed briefly in the last Select Board meeting and still a major issue for businesses to get their employees from the train stations to work locations in Lexington and should continue to be pursued. The measurable goal is not possible in 2020 as the service has not been operating for 5 months. In regard to the protected bike lane, Melissa Interest, Human Services Director has been asked to provide an update on the status of this work and whether it will be completed in time to coincide with the FY22 budget development. Depending on the pandemic and how long it lasts and long-term impact on the Town's finances when combined with other priorities, this may need to be postponed until the FY23 budget process.

Review residential zoning for ways to create new housing opportunities and protect the diversity of existing housing stock
(Champion – Jill Hai)

- The Select Board have already had an introductory presentation on Chapter 40R and 40S development. The Board will schedule a secondary discussion on these options during the first quarter of 2020 with the measurable goal of having a position developed during the second quarter with the goal of having any action required of Town Meeting included in a Fall 2020 Town Meeting warrant.
 - **LUHD Update 8/10/2020:** The Land Use Health & Development Department staff (Dept. Head) has 40R experience and is prepared to assist along with other staff. This effort would not be ready for the Fall 2020 Special Town Meeting.
- The Select Board will work with the Planning Department, Community Preservation Committee, Housing Partnership, LexHab, Housing Authority and others to review existing affordable housing stock, improvements that may be needed and to develop a plan to fund improvements. The Board will hold an initial meeting during the first quarter, develop a working group of these Committees to identify opportunities and the Town Manager will identify appropriate staff to assist in this review. The working group will work throughout 2020 and identify funding opportunities and/or needs and will present to the Select Board an interim report in the Fall of 2020 to obtain feedback and then provide recommendations to the Board in December 2020 for any action needed by the Town at Annual Town Meeting 2021. The measurable goal will be to have an improvement plan agreed upon by January 2021 with funding recommendations for the 2021 Annual Town Meeting.
 - **Select Board Member Update 8/10/2020:** SPRD continued to meet regularly through the summer and will going forward (3rd Tuesday each month, 8am). Zoning Consultant has

brought a large range of zoning alternatives other communities have used to broaden housing diversity. Documents are posted to SPRD committee page and work is shifting to drafting new options for Lexington, based on these models and our needs.

- **Town Manager update 8/10/2020:** Jill Hai has been working with Carol Kowalski on this issue and I will include Carol's written update to the Board when it's received. The Town has not created a working group consisting of the various housing interests during 2020. There has been some discussion about the future of LexHab and how this could be transformed in the future. Once the Board discusses this goal, the creation of a working group could be added on the August 24 agenda to move this item forward.
- **LUHD Update 8/10/2020:** The Board may wish to consider starting this once the SPRD Ad-Hoc Committee completes its work. That Committee's knowledge and engagement is on the continuum of this goal.

HIGH PRIORITIES

QUALITY INFRASTRUCTURE, AMENITIES AND MUNICIPAL SERVICES
REVIEW THE CHARGES FOR ALL TOWN COMMITTEES; MODIFY AND UPDATE AS APPROPRIATE TO REFLECT BOARD PRIORITIES
AND CREATE EXPANDED OPPORTUNITIES FOR RESIDENT PARTICIPATION.
(CHAMPIONS – JOE PATO & SUZIE BARRY)

EXECUTION:

Town Committee Review (Joe Pato)

During the first half of 2020, the Board will designate a Select Board member to work with the Management Fellow to identify the legal basis of all Town Committees and whether the Committees are mandated by law, mandated by some other law the Town has adopted or optional. Those Committees that are identified as optional, will be reviewed to determine the ongoing necessity of the Committee. The charge for all Committees, both mandated and optional will be reviewed to determine if they continue to be appropriate and/or whether an updated charge is advisable and will provide a recommendation to the Board for consideration by December 2020. The measurable goal will be for the Select Board to approve new Committee charges by June 2021.

BOARD GOAL:

2020 – Complete review and update of all committee charges to rationalize functions and expand appeal for broader resident participation.

2021 – Attract 15% new participants to town committees

- **Select Board Member Update 8/24/2020:** Committee inventory completed with linkage to establishing authority. Committee charge analysis has been delayed by 6 months.
- **Town Manager Update 8/10/2020:** Joe Pato and Doug Lucente were working on this item and I will leave this to them to provide an update. One of the goals was to ensure new participants (15% was the goal). On the Town Manager appointments, we specifically advertised all of them as being open appointments, which did not make some long time members happy. We have reviewed the Town Manager appointments and of the 27 appointments I've made this year, 20 were reappointments and 7 are new appointments (26%) relative to the 15% goal (TM appointments only).

- **LUHD Update 8/10/2020:** Land Use, Health & Development Department staff would like to assist in this review for the many committees supported by the Department.

Board Liaison Review (Suzie Barry)

The Board will commence a discussion on the role of Board Liaison to various Committees and establish protocols for the Board Liaisons. This discussion will commence in January 2020 and will conclude by June 2021. The Chair of the Board will review other community's liaison roles and develop a protocol for discussion with the full Board no later than May of 2020. The measurable goal is that protocols will be established by June 2021.

- **Select Board Member Update 8/10/2020:** Currently gathering information already in use by other Towns for review and reviewing draft information written by former Select Board member Michelle Ciccolo regarding this topic. Goals: Have preliminary discussion with full Select Board to gather information regarding how they see the role, challenges and opportunities. Schedule for SB meeting by end of September 2020; Survey Board and Committee Chairs regarding their understanding of the role and their interaction with their liaison. Aim for survey result by end of October 2020; Hold an additional discussion with the full Select Board in November 2020 to review survey results and gather additional feedback; Draft and review protocol including ongoing review and feedback of draft with full Select Board December 2020-February 2021; Present final protocol for review and approval by full Select Board March-May 2021.
- **Town Manager Update 8/10/2020:** I was not involved in this review and will defer to Suzie Barry's comments on updates. The schedule was to complete this by June 2021.

COMMUNITY CHARACTER

CREATE AND COMMUNICATE A PLAN FOR BROADENING DIVERSITY OF TOWN STAFF

(CHAMPION – JILL HAI)

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- The Town Manager and HR Director will identify additional resources to advertise and promote job openings and will continue the employee survey that was undertaken in 2019 to measure and identify whether there are improvements or lessening diversity. The measurable goal will be a continuing annual report back in Fall 2020 on employee demographics and outreach efforts.
 - The Select Board through the activities listed above relative to reviewing the charge of all Committees and seeking to provide additional opportunities for residents (that may not have previously been involved) will require that all vacancies, and those seats with incumbents who's terms are expiring, whether the Committee is appointed by the Select Board or Town Manager to be advertised in local papers, on Town bulletin boards and the Town's website with a copy of the opportunity emailed to all those previous attendees of the Citizen's Academy to seek to diversify Committee membership. This will be undertaken with the reappointments starting January 2021 and the measurable goal will be advertising all expiring terms for Committee appointments.
 - **Town Manager Update 8/10/2020:** The Town Manager and HR Director were to identify additional goals and a continuing report back in the Fall of 2020 on town employee demographics. The Town has placed ads nationally in professional websites that include diverse membership including ELGL (Engaging Local Government Leaders, which is a diverse professional association of middle managers in local government), MassachusettsDiversity.com, MMA and websites specific to the position (i.e.

Massachusetts Environmental Health for our Health Agent position). We have also used the Bay State Banner (an African American newspaper) and El Mundo (a Latino American newspaper) among others and will continue to do so. The most recent recruitment for police officers was provided to ABCL with a request that they distribute it widely. The employee demographic study will be initiated in September 2020 and will be reported to the Board with a comparison with 2019.

*TOWN-WIDE FISCAL STEWARDSHIP
(CHAMPION – DOUG LUCENTE)*

- Limit the rate of property tax increase. The Town will endeavor to not have a Proposition 2 ½ override and communication to residents on town finances and taxes will be developed. The measurable goal is that the Town Manager and Finance Department will develop easy to understand informational pieces during 2020 and will work with the Public Information Officer to communicate to residents through Town Meeting, a community conversation, online, mail and/or LexMedia.
 - **Select Board Member Update 8/10/2020:** Need to set up a meeting to review the format to be used for an easy to understand communication piece to the community before Fall Town Meeting and before the Police Station project is presented to the community.
 - **Town Manager Update 8/10/2020:** We have not anticipated a need for a Proposition 2½ override. An informational piece as discussed in the goals has not occurred, but can be done as part of the Fall Town Meeting process to explain how we're balancing the budget and explaining the tax rate.
 - Review home rule petition opportunities to address the issue of tax deferrals and the timing of when interest begins after the property owner(s) passes away and the estate is required to pay the deferred taxes. The measurable goal is that the Board will consider adding to the 2020 Annual Town Meeting warrant, an article that will seek a home rule petition to allow the Town of Lexington to set the timing and interest rate for the deferred taxes for the residential tax deferral.
 - **Select Board Member Update 8/10/2020:** This was successfully completed at the 2020 Annual Town Meeting.
 - **Town Manager Update 8/10/2020:** This was on the Annual Town Meeting warrant and the home rule petition has been submitted to the legislature. With the pandemic schedule and other associated issues of the legislature, I do not anticipate this will be taken up for consideration until the next session and would anticipate it being considered in the Spring of 2021.
 - Take action on the residential exemption study committee recommendations, including development of a means-tested and/or age-based residential exemption – The Board will charge a new Residential Exemption Study Committee in 2020 to take up this issue and make a recommendation by January 2021 at which time the Ad Hoc Committee will sunset.
 - **Select Board Member Update 8/10/2020:** Next step is for the Select Board to create the charge for the proposed study committee and appoint members. This will be on an agenda during a September 2020 meeting with a proposed draft for the Board to review.
 - **Town Manager Update 8/10/2020:** The residential exemption study committee has not been created and I anticipate it would be difficult to provide a recommendation by Jan 2021 even if it is created in the near future. I would recommend this goal deadline be extended.
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*DEVELOP A CAPITAL MASTER PLAN THAT ENCOMPASSES ALL CAPITAL ITEMS (INFRASTRUCTURE, BUILDINGS, ETC.) AND
INCORPORATES THE SCHOOL'S MASTER PLAN
(CHAMPION – JOE PATO)*

- The Town Manager, Assistant Town Manager for Finance, Director of Public Facilities and Director of Public Works will provide an estimated cost for inclusion for items costing over \$500,000 in the 2021 Annual Town Meeting warrant. The measurable goal is to develop a full cost report in time to inform the FY23 budget process (Fall of 2021).
 - **Town Manager Update 8/10/2020:** This is in the FY21 Capital Plan, but with many of the capital items and PIRs are waiting until the Town Manager and Finance staff make a recommendation on how to move forward with the FY21 budget. An update is planned for August 24 and a summit with the School Committee, Select Board, Appropriation Committee and Capital Expenditures Committee is planned for September 10. Within the next few weeks, we'll have a better idea of the PIRs and capital projects that can move forward and an update on this can be provided at that time.
- The Town Manager and Finance Department will draft a comprehensive debt management plan in the form of guidelines to be presented to the Select Board prior to September 2020 and incorporated into the FY22 budget process. The measurable goal will be an agreement between the Select Board, Appropriation Committee, Capital Expenditure Committee and School Committee by the second budget summit of the FY22 budget process.
 - **Town Manager Update 8/10/2020:** This has been worked on but is behind schedule, but we will continue to endeavor to provide it by the second budget summit. We are meeting with the school administration every other week to ensure a smooth budget process for FY22.

OTHER PRIORITIES

The following items were listed under “other priorities” and will be worked on to move them forward, but without the top and high priority detail. These include:

*IMPLEMENT THE SUSTAINABLE ACTION PLAN AND GETTING TO NET ZERO EMISSIONS PLAN
(CHAMPION – MARK SANDEEN)*

The Town is in the process of hiring a Sustainability Director and has developed an Integrated Building Design and Construction Policy to provide direction for Town building projects. The measurable goal will be following the hiring of a Sustainability Director, an implementation road map of the Sustainable Action Plan and Getting to Net Zero Emissions Plan will be developed with priorities for implementation and any costs associated with the implementation of plan elements estimated, this will be undertaken within one year of the Sustainability Director's hire date and will be done under the direction of the Sustainability Director and Sustainable Lexington in consultation with the Town Manager and Select Board.

- **Select Board Member Update 8/10/2020:** The Town has hired a Sustainability Director. The Sustainability Director has met with Sustainable Lexington to understand that committee's recommendations regarding implementation priorities for the Sustainable Action Plan and the Getting to Net Zero Emissions plan for the next year.

- **Town Manager Update 8/10/2020:** We have hired the Sustainability Director who started this Spring (remotely) and has jumped right into these projects with the Sustainable Lexington Committee.

*250TH CELEBRATION
(CHAMPION – SUZIE BARRY)*

The Select Board will create and appoint a Committee in 2020 to oversee and plan activities for the 250th anniversary of the Battle of Lexington and the Board will also coordinate with surrounding communities, other partners and the State on collaborative opportunities. The measurable goal will be the creation of the Committee and planning efforts being coordinated with other area communities, other partners and the State.

- **Select Board Member Update 8/10/2020:** The Select Board approved the charge for the Semiquincentennial Commission (Lex250) at the January 13, 2020 Select Board Meeting. Mr. Lucente & Ms. Barry were working on the application for membership on the Commission and the plan for recruitment of members when the pandemic hit and efforts were paused. As a side note an informal group of a Select Board representative from Lexington, Concord, Lincoln, Bedford & Arlington along with the Director of Minute Man National Park and a representative from Hanscom Air Force Base was formed and met twice prior to the pandemic to begin conversations surrounding the communication and coordination of any events being planned in the Battle Road area for 2025. This group intends to start meeting again informally in the coming weeks by remote participation. This group is also monitoring events being planned at the State and National level as well.

Goals: Revisit the application to see if any updates are necessary and restart the recruitment process to staff the Commission. Aim for a first meeting of the Commission by April of 2021.

*TWO-WAY COMMUNICATION
(CHAMPION – DOUG LUCENTE)*

The Town Manager will work with the Board during 2020 to better define what is intended for two-way communication tools and will work with the Public Information Officer to review existing online platforms and a non-online option and will implement (subject to budget appropriation) a plan to improve communications between residents and Town Departments. The measurable goal will be the development of a communication plan with cost estimates in time to be included in the FY22 budget.

- **Select Board Member Update 8/10/2020:** The FY21 Budget included a new Town website. The staff is currently in the process of getting feedback from various vendors. The IT department has been working with PIO on this process. By next fiscal year's budget development, staff plans to have explored options available by vendors to integrate a two way communication option such as "See, Click, Fix" or other similar application.
- **Select Board Member Update 8/24/2020:** Vision 20/20 Committee has approved

Enhancing Communication in Lexington (ECiL) subcommittee report “Best Practices for Municipal Communications” for submission to the Select Board in September. This report identifies Best Practices which the ECiL Committee believes, if implemented, will help improve communication in Lexington. Throughout this report the term “communication” refers to the bi-directional exchange of information between the Town of Lexington and residents and/or people working in the Town.

- **Town Manager Update 8/10/2020:** While we haven’t defined what is intended by two-way communication, we have been fully utilizing the PIO position and there has been tremendous positive feedback that I’ve received related to the flow of information coming from the Town. We have not developed a formal communications plan for the FY22 budget, but this still may be possible.